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**Social Networks and Adventure Team Promotions:
Summary of Findings**

March 1993

*Approved
as presented
VM 3/25/93
thanks Bal*

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Background:

- Qualitative research was conducted in December 1991 to study the impact of primary (i.e., friendship) groups on brand-switching.
- Male smokers age 18 - 24 were recruited for focus group discussions on a network/referral basis (i.e., as members of friendship groups.)
- This study yielded the following learning:
 - an enhanced ability to identify leaders in group situations
 - insights into the psychological and social psychological correlates of leadership
 - a better understanding of leaders' influence on other group members' purchase decisions

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Summary of Findings from December 1991:

- Leaders seek out change.
 - They are excited by change and use change to instill excitement in other group members.
- They have a wide circle or multiple circles of friends.
- They are more inner-directed and confident than other group members.
- They are spontaneous.
- Leaders play a key role in the diffusion of new ideas and products.
 - They make it easier for other group members to accept change.
- ~~They are more influential in younger groups.~~
- They tend to define initial group direction.

These findings suggest that informal group leadership can be used to enhance promotional efforts.

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Objectives of the 1992 Social Networks Project:

- To determine whether the observed, qualitative correlates of leadership are readily quantifiable.
 - Can questionnaire data be used to distinguish between leaders and other group members?
- To study young adult male smokers' reactions to, and opinions of, a variety of promotion concepts.

Potential Applications of These Findings:

- If data from brief questionnaires can distinguish between leaders and other group members, this capability could be applied to:
 - Marketing efforts to communicate more extensively with leaders than other group members.
 - Screening for subsequent research, given leaders' importance in the diffusion process.

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Method:

- Respondents from research conducted in December 1991 were re-recruited for additional research; field work was conducted in July and August 1992.
- The focus groups convened in December 1991 were less encumbered by promotion concept research and provided better opportunities to observe leaders' behavior. There was higher confidence in assessments of group member status (i.e., leader or non-leader.)
- Four questionnaires were administered to all re-recruited respondents.

Selected questions from the Guilford-Zimmerman Temperament Survey

The Firo-B, published by Consulting Psychologists Press®, Inc.

Selected questions from the Multi-Factor Leadership Questionnaire

A questionnaire of leisure time activities

- Leaders were interviewed in person for one hour to provide a better understanding of their reactions to the promotion concepts.
- All re-recruited respondents sorted promotion concepts according to their interest in these concepts (i.e., extremely, somewhat, slightly, or not at all interesting.)
- In addition, re-recruited leaders sorted these concepts according to the interest they believed their friends would take in these concepts.

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Method (continued):

- Twelve additional focus groups were convened in August and September 1992.
 - Field work was conducted in...

Baltimore, Indianapolis, Dallas, Sunnyvale (CA), and Seattle.
- Four questionnaires were administered to each participant.
- Respondents participated in two-hour focus group discussions which included sorts of promotion concepts in terms of their interest in those concepts:
 - as individuals
 - as groups
 - as groups with the understanding that these would be group activities
- Participants filled out questionnaires to rank group members in terms of their impact of the group promotion rating/decision making process.
- Ten additional focus groups were convened in New York in December 1992.

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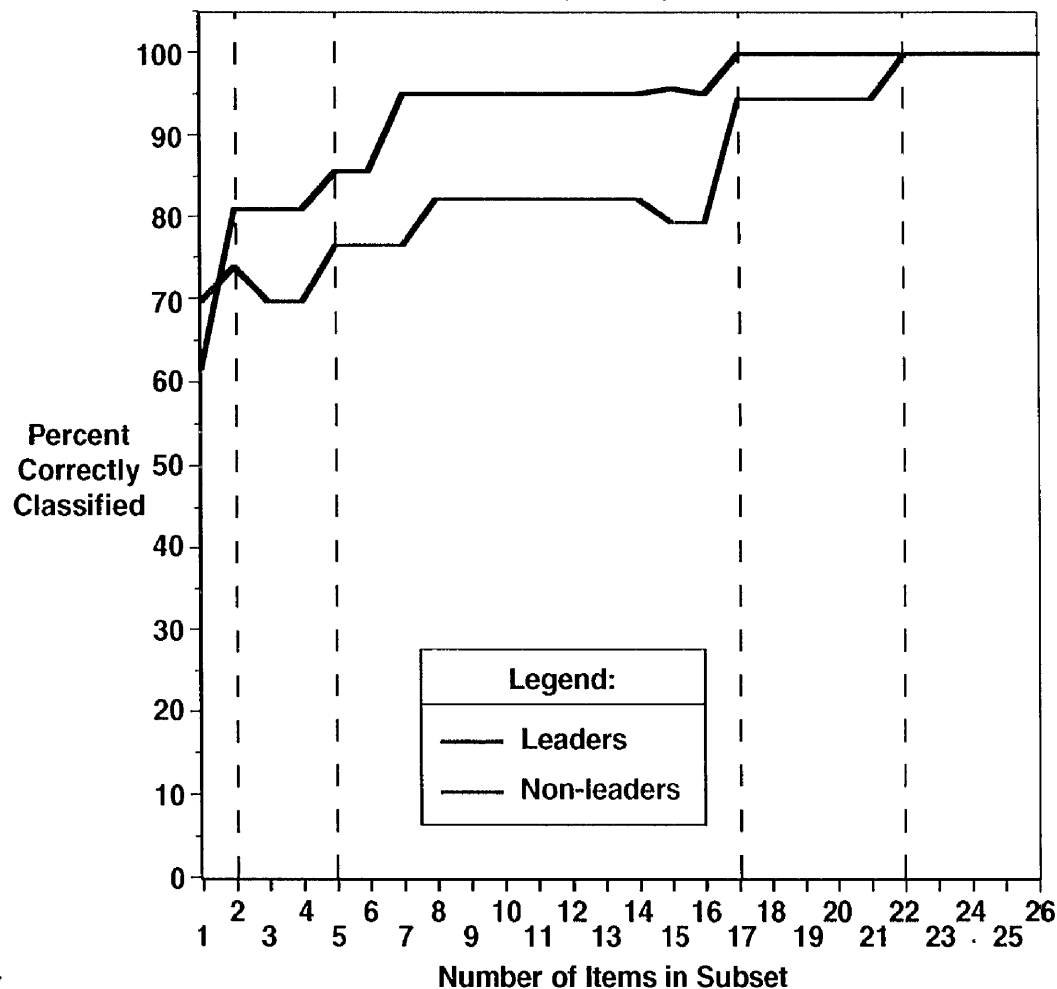
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Findings from July - September 1992:

- Overall, respondents' statuses as leaders and non-leaders were discriminated accurately from a subset of the 186 psychographic items to which they responded.

Classification of Leaders and Non-Leaders
by Number of Items in Questionnaire Subset
(n = 94)



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Table of Leader and Non-leader Classification:
Seventeen-Item Solution
(N=94)

		<u>Predicted:</u>	
		Non-leaders	Leaders
<u>Observed:</u>	Non-leaders (n=73)	94.5%	5.5%
	Leaders (n=21)	0.0%	100.0%

Table of Leader and Non-leader Classification:
Twenty Two-Item Solution
(N=94)

		<u>Predicted:</u>	
		Non-leaders	Leaders
<u>Observed:</u>	Non-leaders (n=73)	100.0%	0.0%
	Leaders (n=21)	0.0%	100.0%

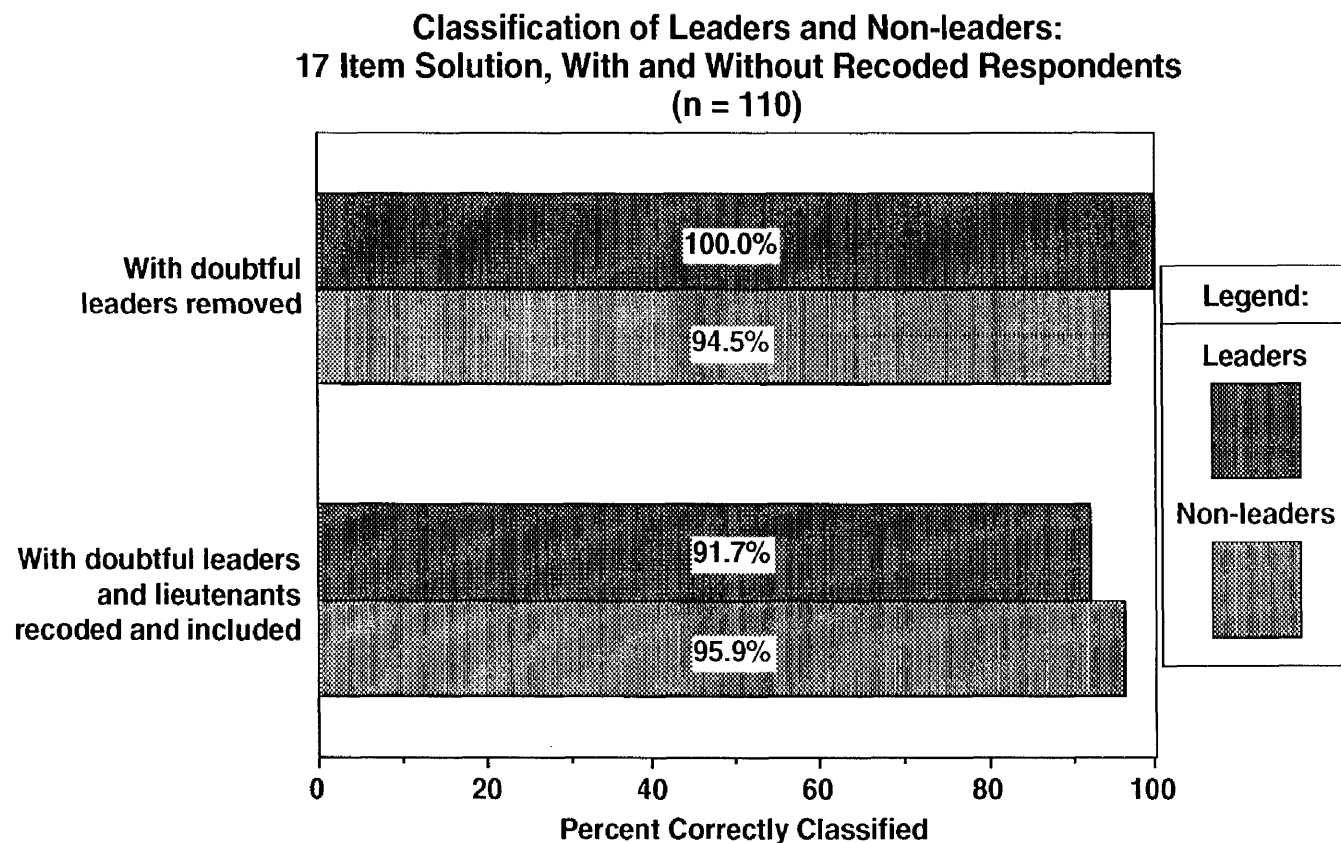
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Findings from July - September 1992 (continued):

- The status of some respondents was doubtful; these respondents typically exhibited some leader behaviors, although such observations were inconclusive.
 - Influence questionnaires were used to recode these doubtful-status respondents as leaders or non-leaders.
 - Lieutenants of doubtful status were recoded as non-leaders.



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Open Issues from July - September Findings:

- Will a subset of questions taken from three instruments comprising 186 items provide comparable discriminatory capability when used by themselves?
- Will these items provide comparable discriminatory capability when administered by telephone (as compared to pencil-and-paper tests?)
- Can the subset of questions be altered in either or both of two ways, with minimal sacrifices of its discriminatory capability?
 1. Can questions which might ^{reveal} ~~disclose~~ the purpose of the instrument be removed and/or replaced with other questions?
 2. Can it be interspersed with other questions ^{so as not to reveal} ~~to shield~~ the purpose of the instrument?

why
are
we
asking

so as not to skew the results or permit interview
fakery,

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Method to Address Open Issues:

- Respondents from research conducted in the first eight cities (i.e., Atlanta, Kansas City, Scottsdale, Baltimore, Indianapolis, Dallas, Sunnyvale, and Seattle) were re-contacted and interviewed by telephone in late October and early November 1992.
 - they were asked thirty four questions, of which twenty six were questions adapted from the original, self-administered psychographic questionnaires.
- Respondents from research conducted in New York were asked the same questions during their confirmation calls.

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Table of Leader and Non-leader Classification from Telephone Re-contact:
Respondents from First Eight Cities, Seven Item Solution
(N=102)

		<u>Predicted:</u>		
		Non-leaders	Leaders	
<u>Observed:</u>	Non-leaders (n=82)	76.8%	23.2%	} 78.4% of grouped cases correctly classified
	Leaders (n=20)	15.0%	85.0%	

Table of Leader and Non-leader Classification from Telephone Interviews:
New York Respondents, Eight Item Solution
(N=79)

		<u>Predicted:</u>		
		Non-leaders	Leaders	
<u>Observed:</u>	Non-leaders (n=64)	73.4%	26.6%	} 76.0% of grouped cases correctly classified
	Leaders (n=15)	13.3%	86.7%	

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**Table of Leader and Non-leader Classification from Telephone Interviews:
All Available Respondents, Six Item Solution
(N=181)**

		<u>Predicted:</u>		}	66.3% of grouped cases correctly classified
		Non-leaders	Leaders		
<u>Observed:</u>	Non-leaders (n=146)	63.0%	37.0%		
	Leaders (n=35)	20.0%	80.0%		

- Combined results from telephone interviews of New York and other respondents yield disappointing analytical results.

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A New Analytical Approach:

- **Given: The 186 self-administered items have been developed to measure a total of fifteen psychological attributes.**
 - **Study the psychological profiles of leaders versus non-leaders; try to predict a profile, rather than a status.**
 - **When selection criteria based on profiles are predicted accurately, selected non-leaders are likely to be influential.**
- **The size of the combined sample (i.e., respondents from New York and eight other cities) enables us to study predictive accuracy for holdout samples.**
 - **For each set of specified, selection criteria studied, ten holdout samples are used to study the *distribution* of predictive accuracy.**

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Scale	First Eight Cities:		New York:	
	Leaders (n = 21)	Non-leaders (n = 75)	Leaders (n = 9)	Non-leaders (n = 41)
Guilford-Zimmerman (Range = 0 to 10)				
GZ Activity	7.33	5.39 ***	7.44	5.32 **
GZ Social Ascendancy	7.14	5.73 **	7.11	5.68 *
GZ Masculinity	4.95	5.00	4.33	3.85
Firo-B (Range = 0 to 9)				
FB Expressed Control	5.38	3.45 **	5.22	3.07 *
FB Wanted Control	1.57	2.61 *	1.22	2.22
FB Expressed Inclusion	5.48	4.07 *	4.67	4.59
FB Wanted Inclusion	5.71	4.68	5.78	3.88
FB Expressed Affection	5.00	4.08	5.78	4.27
FB Wanted Affection	4.52	3.72	5.44	4.22
Multi-Factor Leadership Questionnaire (Range = 1 to 5)				
MLQ Charisma	3.81	3.40 **	3.87	3.81
MLQ Inspiration	3.56	3.28	3.67	3.54
MLQ Intellectual Stimulation	3.80	3.38 **	3.89	3.63
MLQ Individual Consideration	4.10	3.65 ***	3.94	3.92
MLQ Contingent Reward	3.73	3.46	3.47	3.67
MLQ Laissez Faire	2.30	2.56	2.02	2.24

*** Difference between leaders and non-leaders is significant at .001
 ** Difference between leaders and non-leaders is significant at .01
 * Difference between leaders and non-leaders is significant at .05

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All Nine Cities:

Scale	Leaders (n = 30)	Non-leaders (n = 116)
Guilford-Zimmerman (Range = 0 to 10)		
GZ Activity	7.37	5.36 ***
GZ Social Ascendancy	7.13	5.72 ***
GZ Masculinity	4.77	4.59
Firo-B (Range = 0 to 9)		
FB Expressed Control	5.33	3.32 ***
FB Wanted Control	1.47	2.47 **
FB Expressed Inclusion	5.23	4.25 *
FB Wanted Inclusion	5.73	4.40
FB Expressed Affection	5.23	4.15 *
FB Wanted Affection	4.80	3.90
Multi-Factor Leadership Questionnaire (Range = 1 to 5)		
MLQ Charisma	3.83	3.54 **
MLQ Inspiration	3.59	3.37
MLQ Intellectual Stimulation	3.83	3.47 **
MLQ Individual Consideration	4.05	3.75 **
MLQ Contingent Reward	3.65	3.53
MLQ Laissez Faire	2.22	2.45

*** Difference between leaders and non-leaders is significant at .001

** Difference between leaders and non-leaders is significant at .01

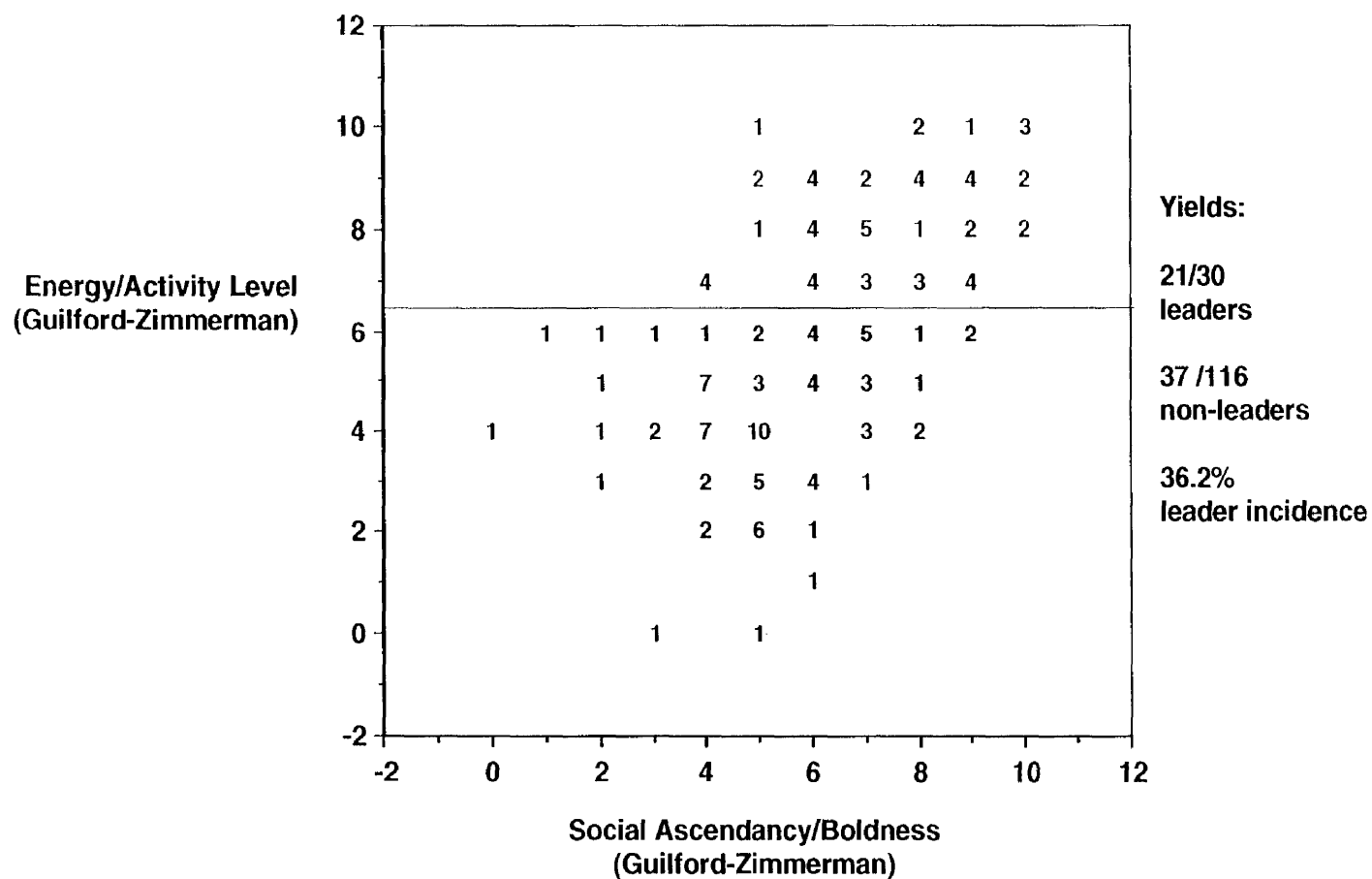
* Difference between leaders and non-leaders is significant at .05

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Leader Profiles: Psychographic Scale Scores

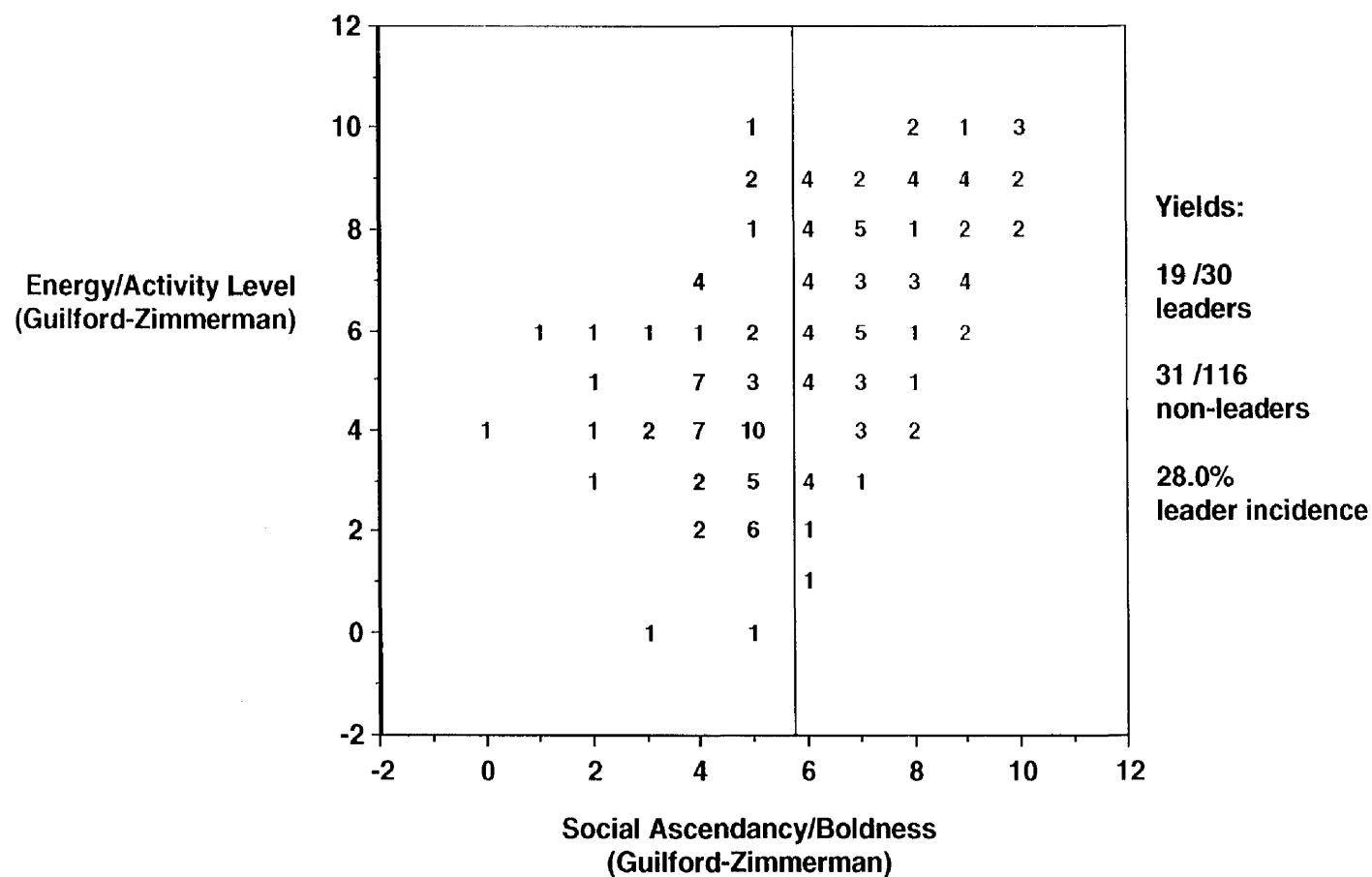


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Leader Profiles: Psychographic Scale Scores

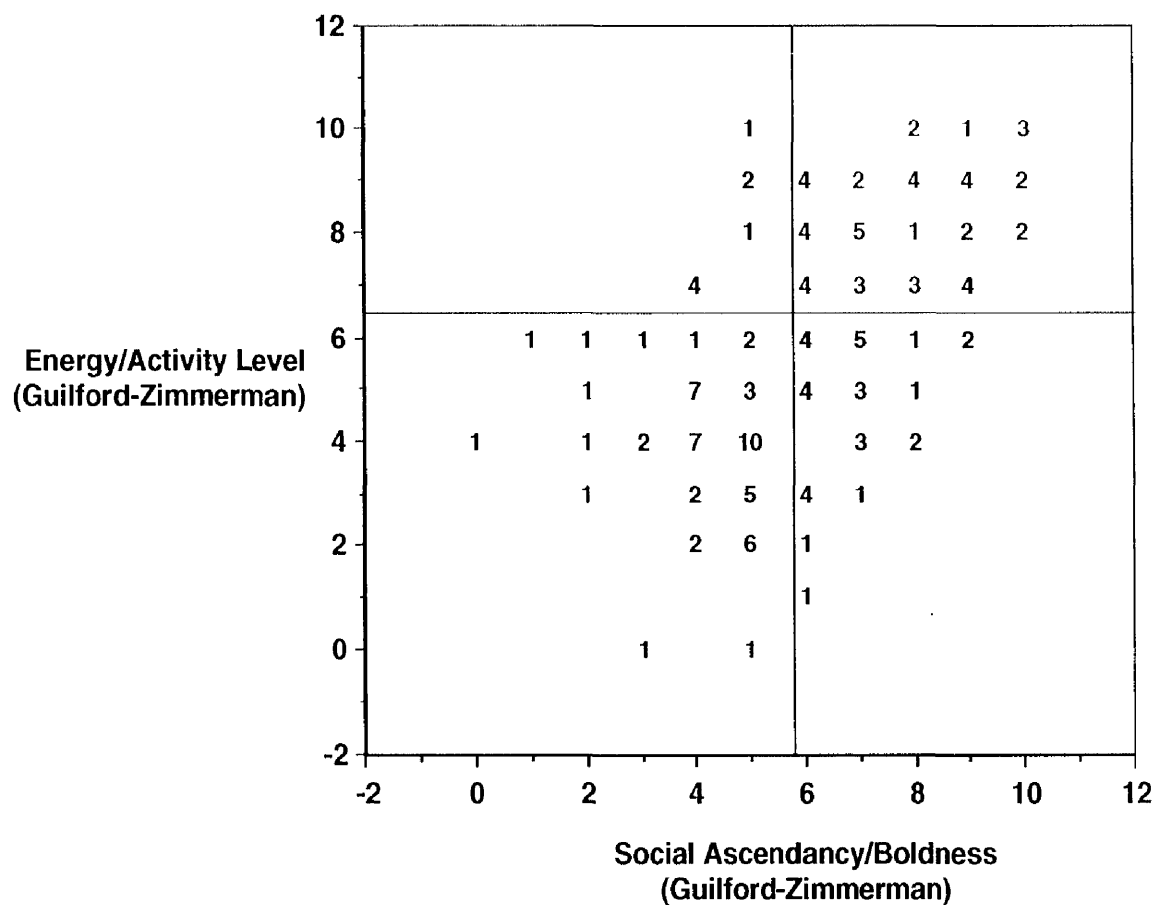


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Leader Profiles: Psychographic Scale Scores



Yields:

19 /30
leaders

31 /116
non-leaders

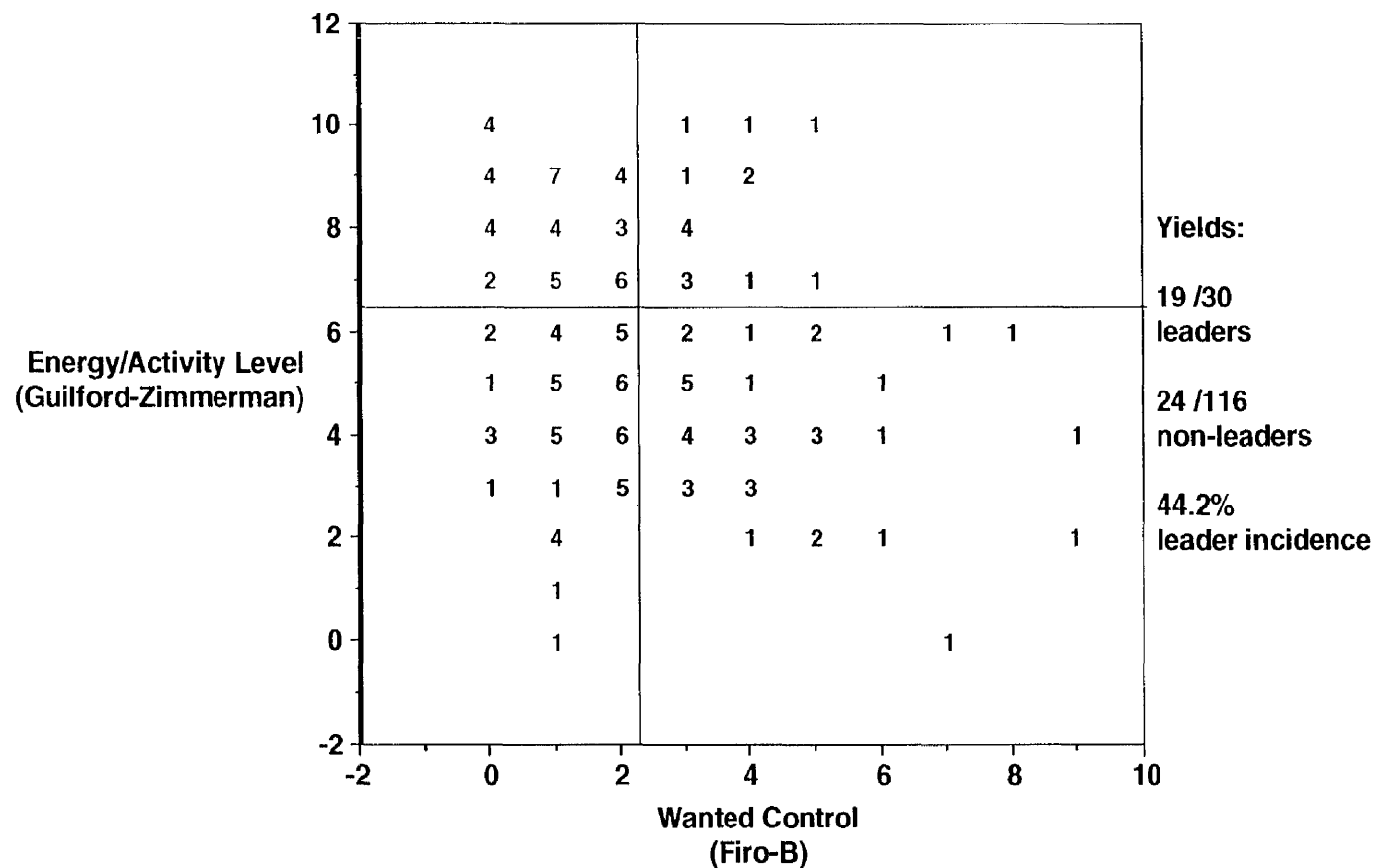
38.0%
leader incidence

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Leader Profiles: Psychographic Scale Scores

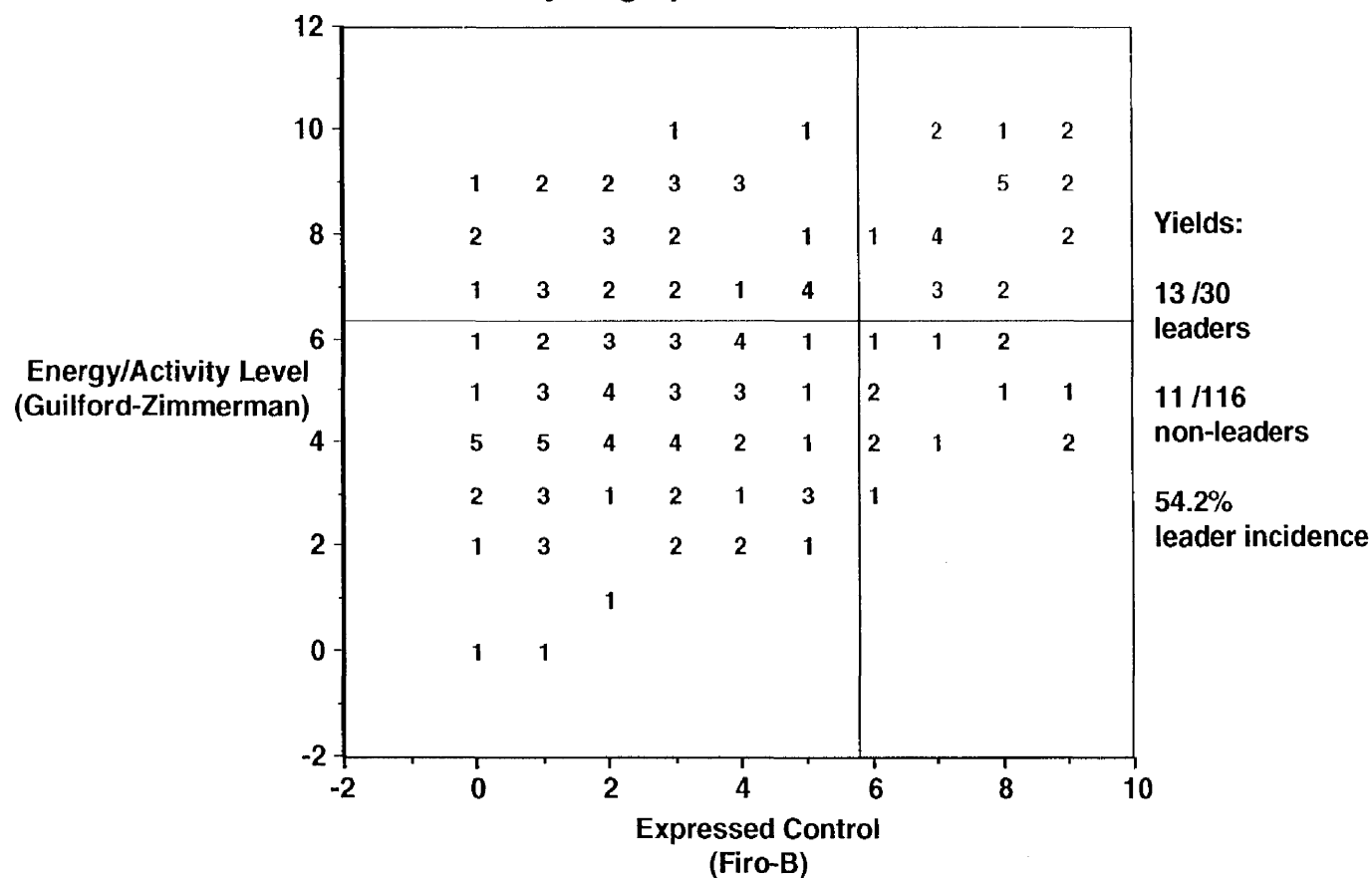


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Leader Profiles: Psychographic Scale Scores

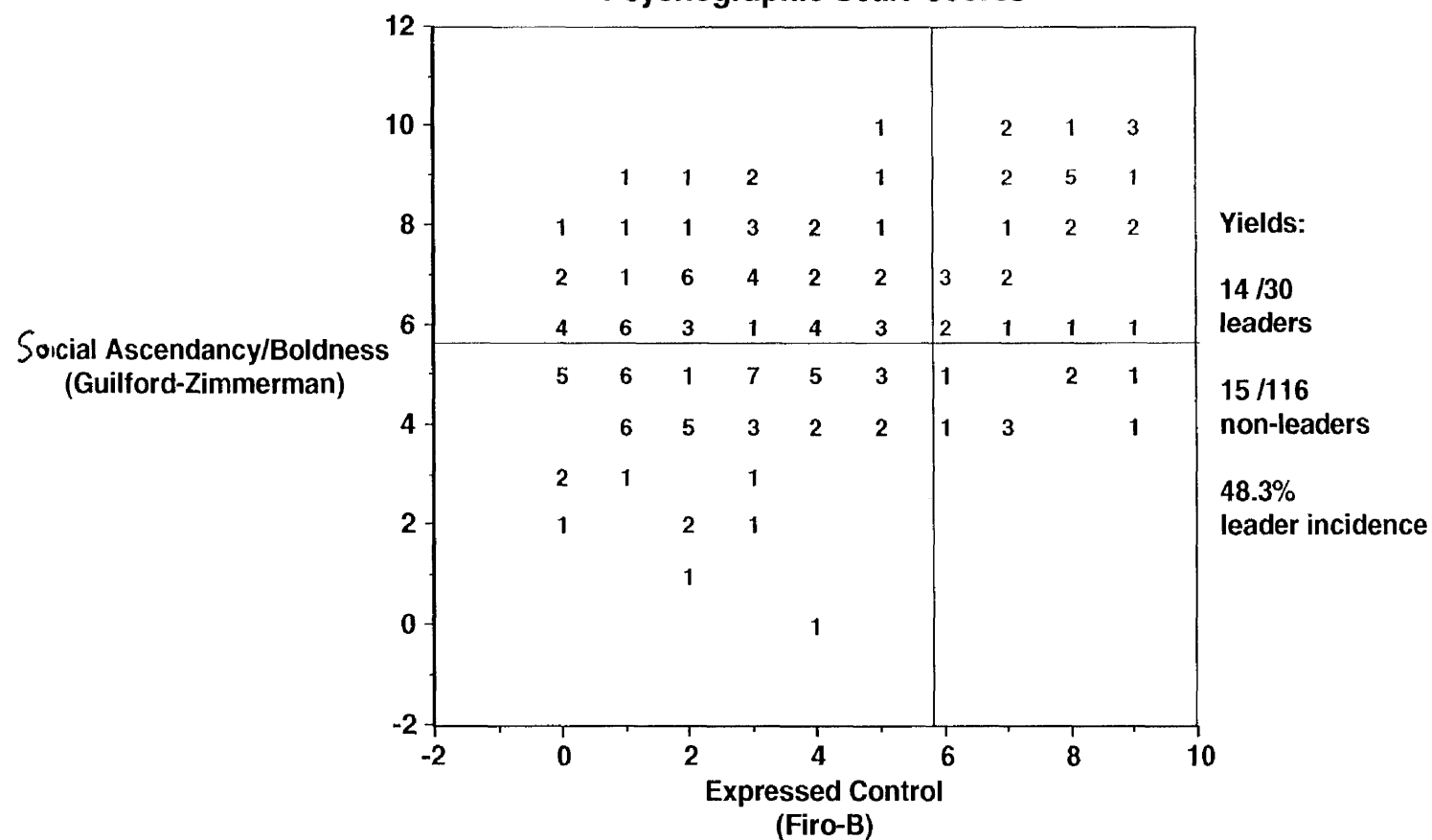


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Leader Profiles: Psychographic Scale Scores



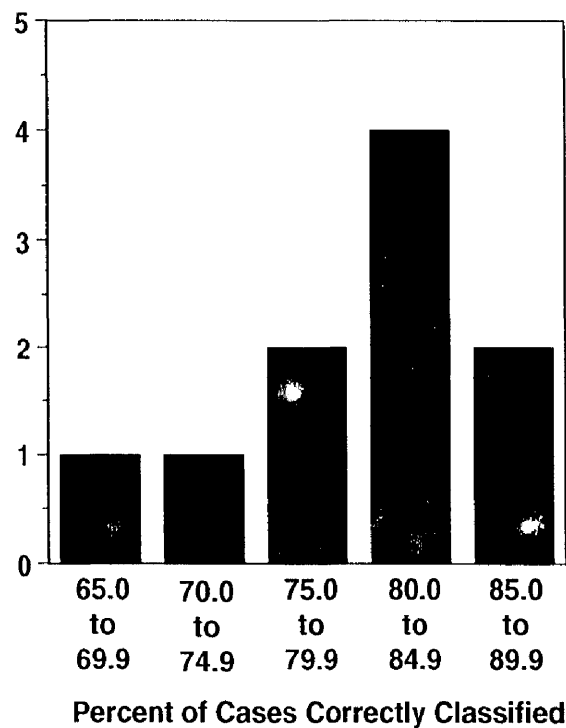
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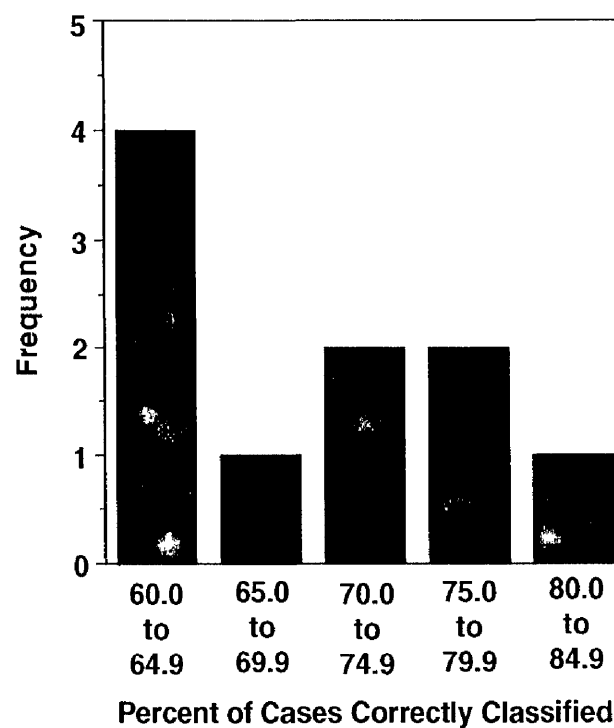
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Five-Variable Discriminant Function Analysis

Predictive Accuracy Among Ten Holdout Samples:
Predicting Whether Activity Level > 6 and
Expressed Control >= 6



Classification Accuracy Among Ten Holdout Samples
Observed Leader and Non-leader Status
versus Psychographic Prediction Selections

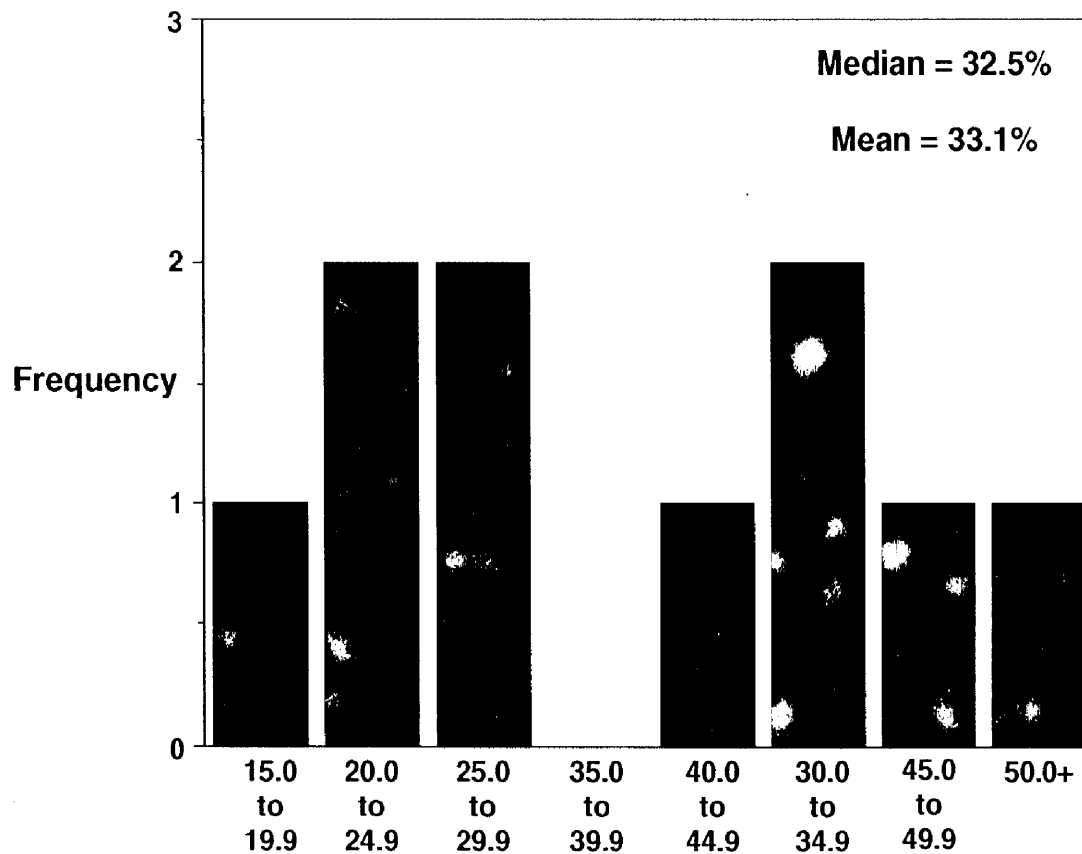


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Observed Leaders as a Percentage of Names Selected
From Predictions of Activity Level and Expressed Control
- Ten Holdout Samples -



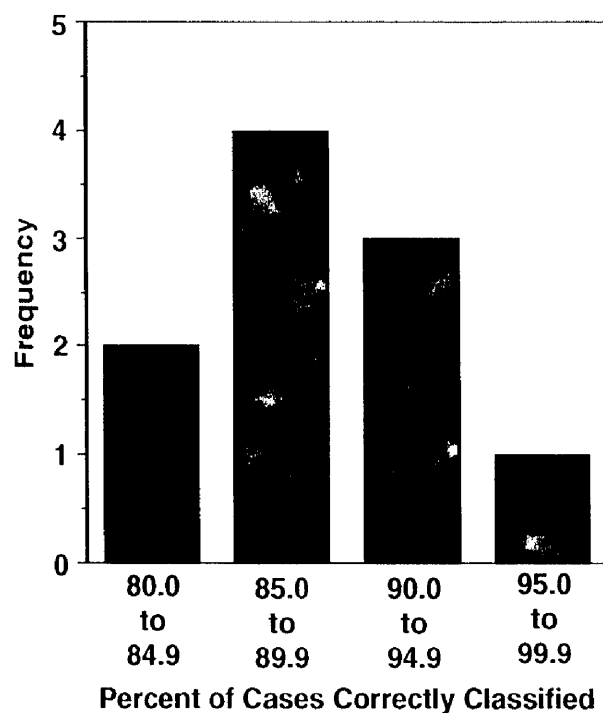
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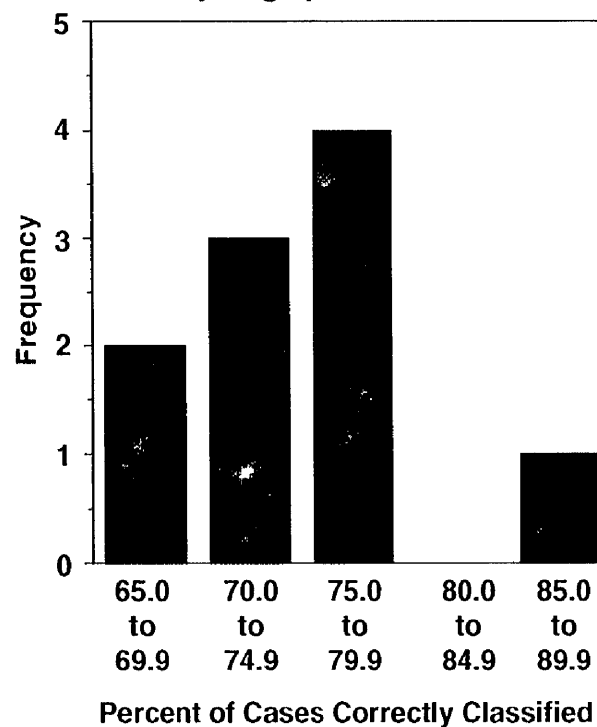
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Five-Variable Discriminant Function Analysis

**Predictive Accuracy Among Ten Holdout Samples:
Predicting Whether Social Ascendancy ≥ 6 and
Expressed Control ≥ 6**



**Classification Accuracy Among Ten Holdout Samples:
Observed Leader and Non-leader Status
versus Psychographic Prediction Selections**

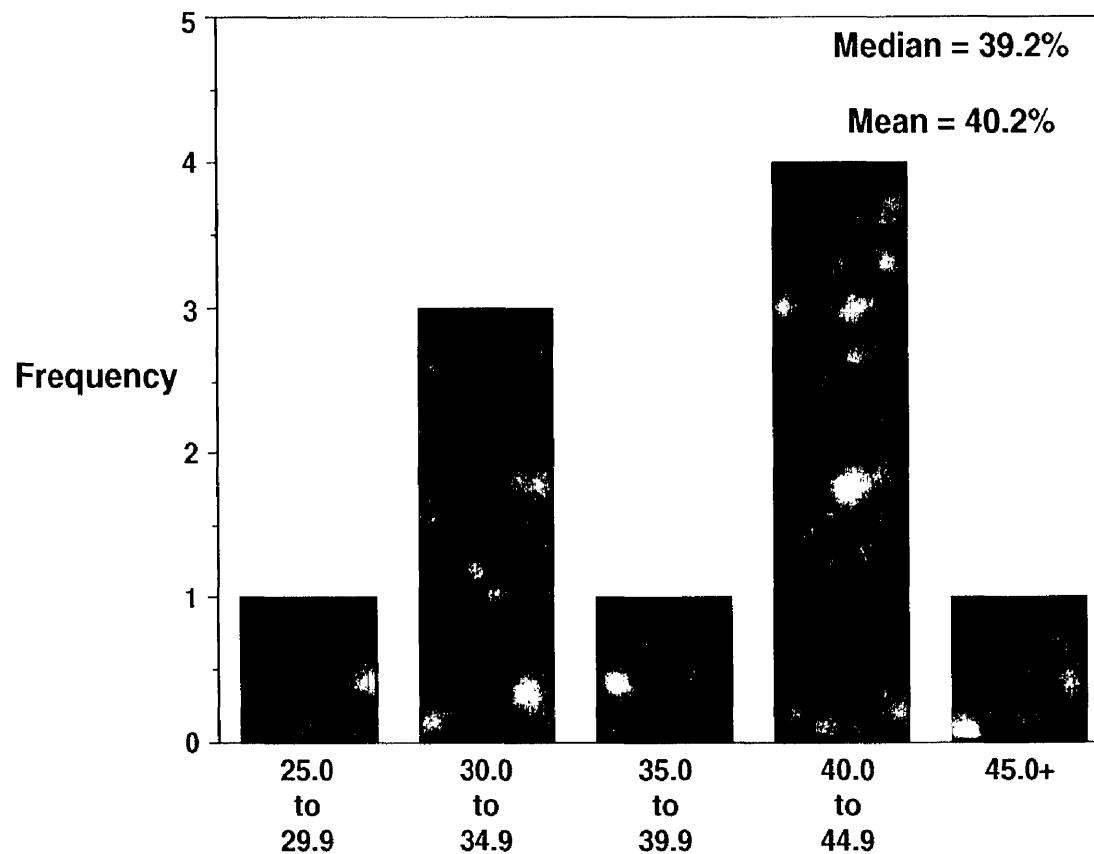


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**Observed Leaders as a Percentage of Names Selected
From Predictions of Social Ascendancy and Expressed Control
- Ten Holdout Samples -**



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Additional Findings:

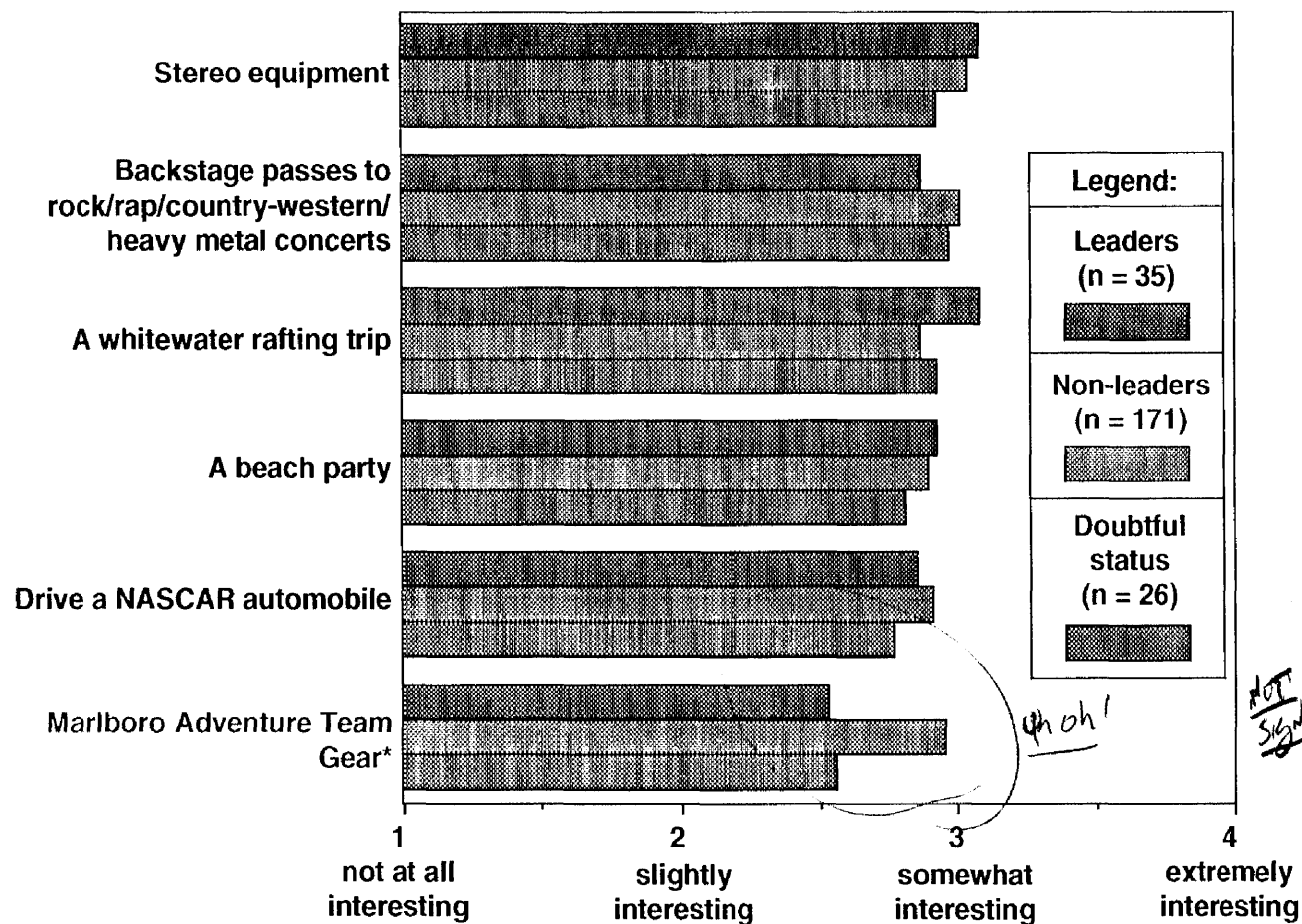
- There was a strong, positive response to the promotion concepts.
- Many of the promotion concepts represent fantasies. The concepts represent a departure from the respondents' otherwise limited ambitions.
 - "There is no way I, or we, could ever organize an event like this."
 - "This would be a highlight of my life."
- Interest in the experience-oriented awards was positively related to their duration.
 - Configuration of the awards will probably be critical to the success of the promotion(s) launched.
- Respondents were willing to switch brands to obtain the awards.
 - However, they would be unwilling to switch to menthol cigarettes.
- The idea of competition made the auto racing awards more interesting.
 - Respondents wanted to prolong the experience by returning to race again, or to cheer on one of their friends.

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Respondents' Interest in Twenty Eight Promotion Concepts: Mean Ratings



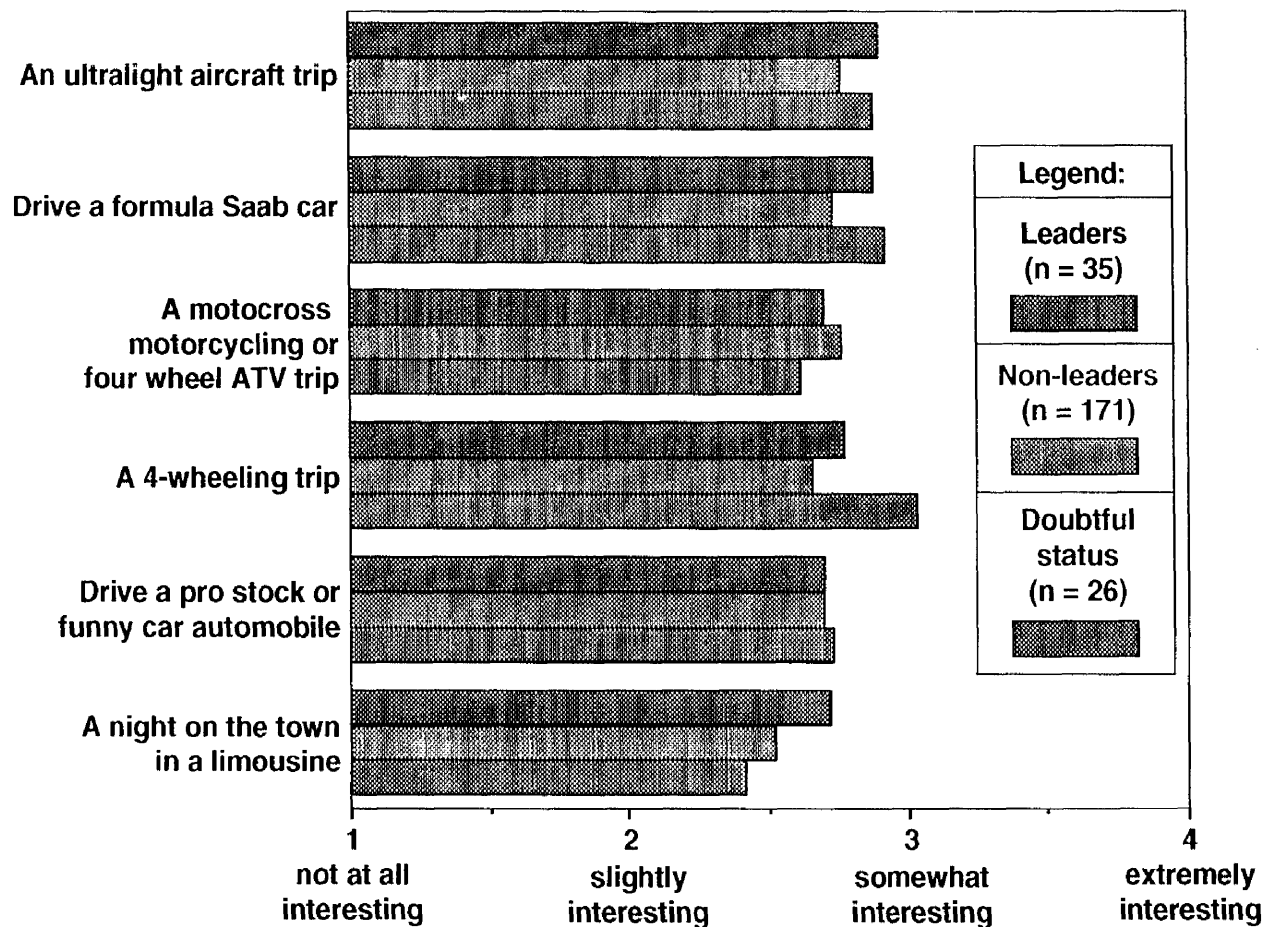
***Note:** Marlboro Adventure Team Gear presented only to New York respondents
-- nine leaders, sixty four non-leaders, and fifteen doubtful status leaders.

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**Respondents' Interest in Twenty Eight Promotion Concepts:
Mean Ratings**

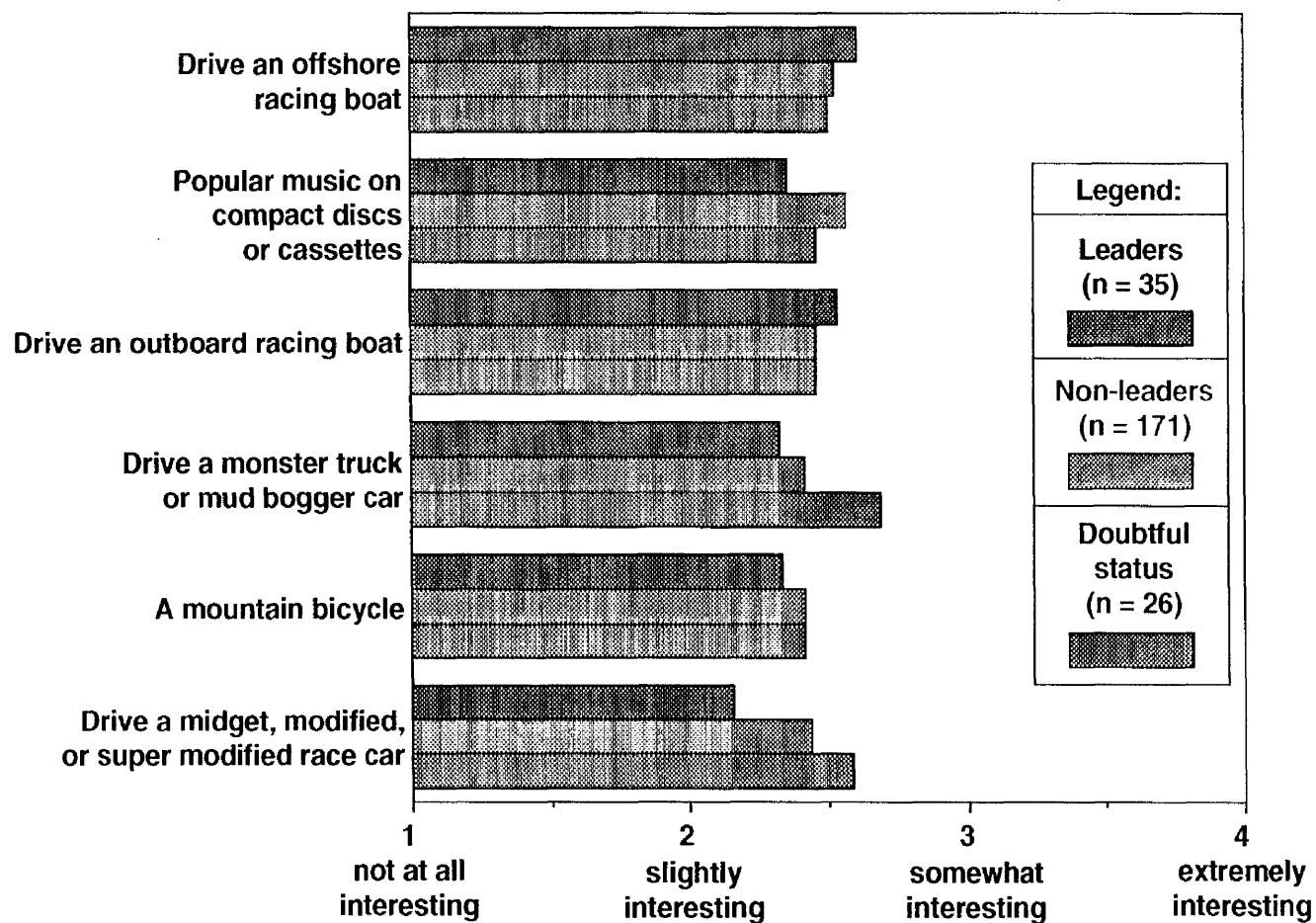


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Respondents' Interest in Twenty Eight Promotion Concepts: Mean Ratings

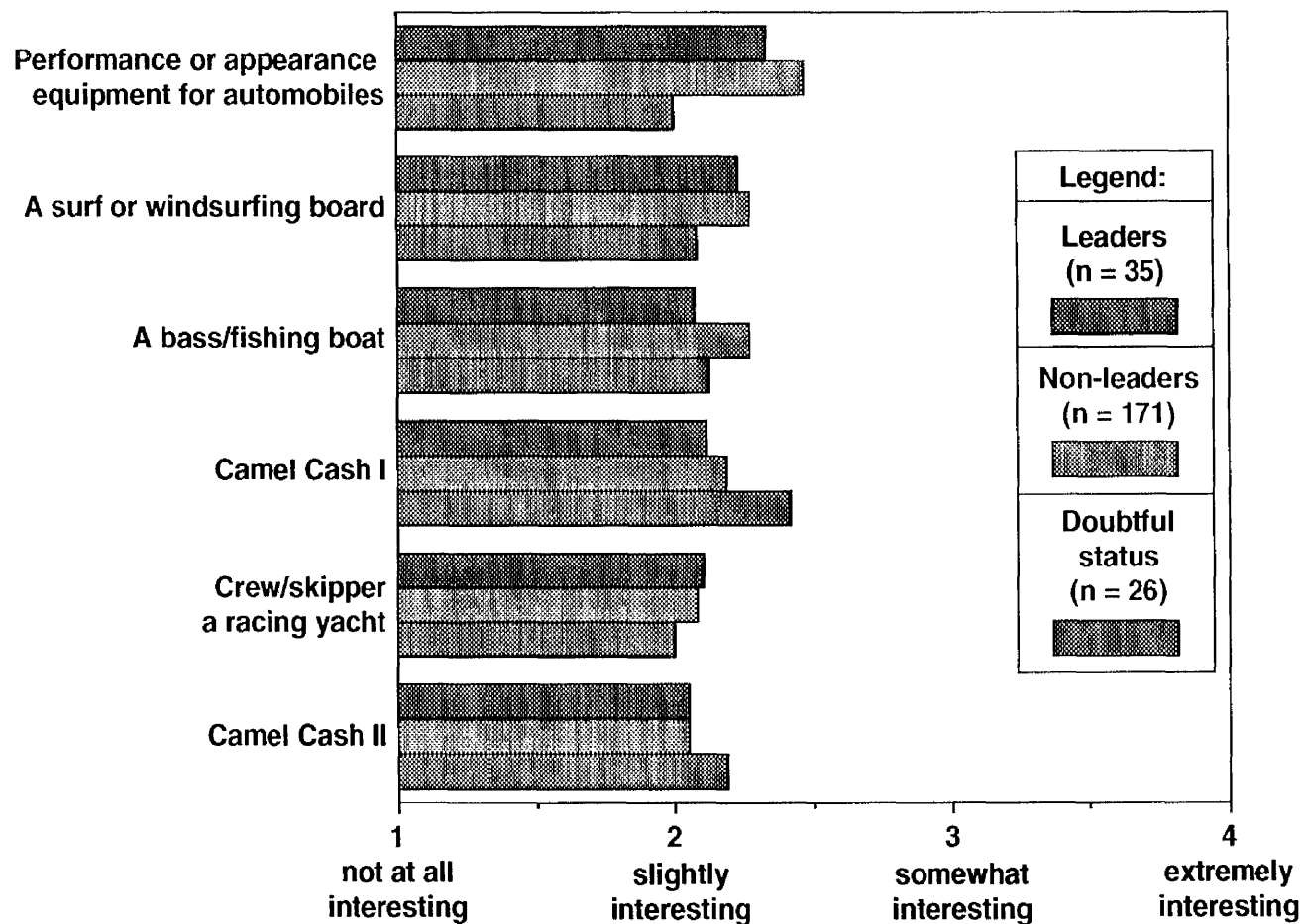


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Respondents' Interest in Twenty Eight Promotion Concepts: Mean Ratings

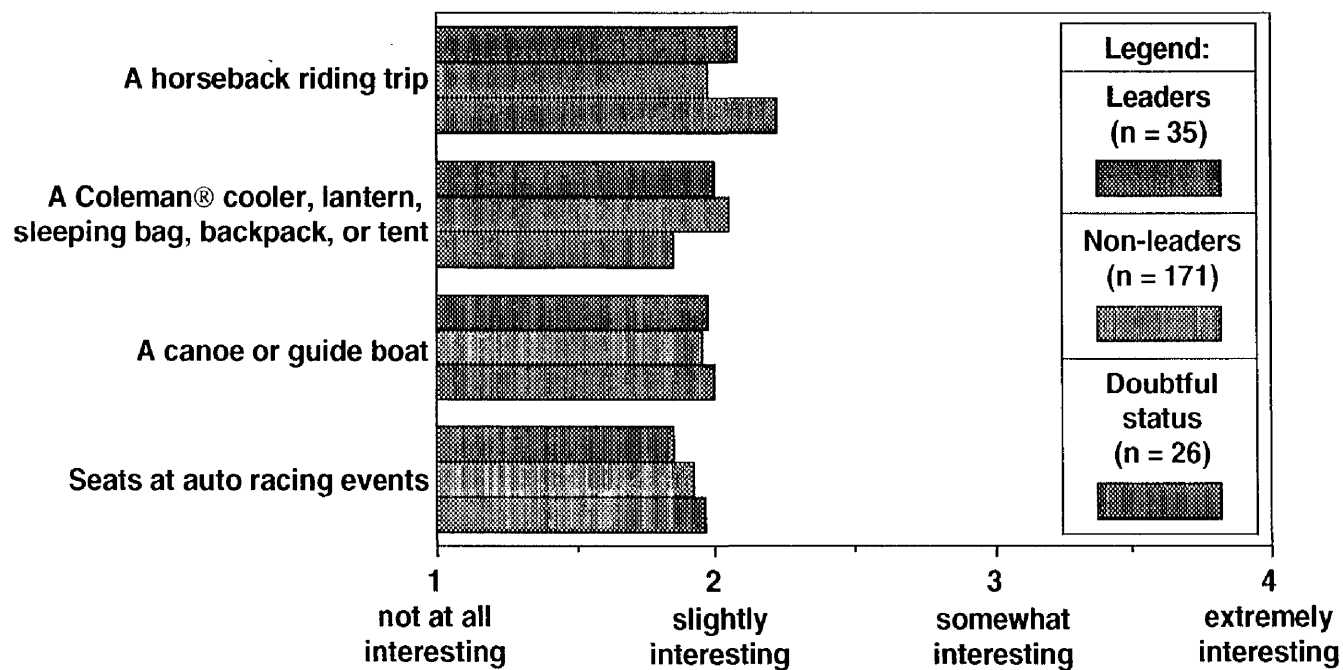


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**Respondents' Interest in Twenty Eight Promotion Concepts:
Mean Ratings**

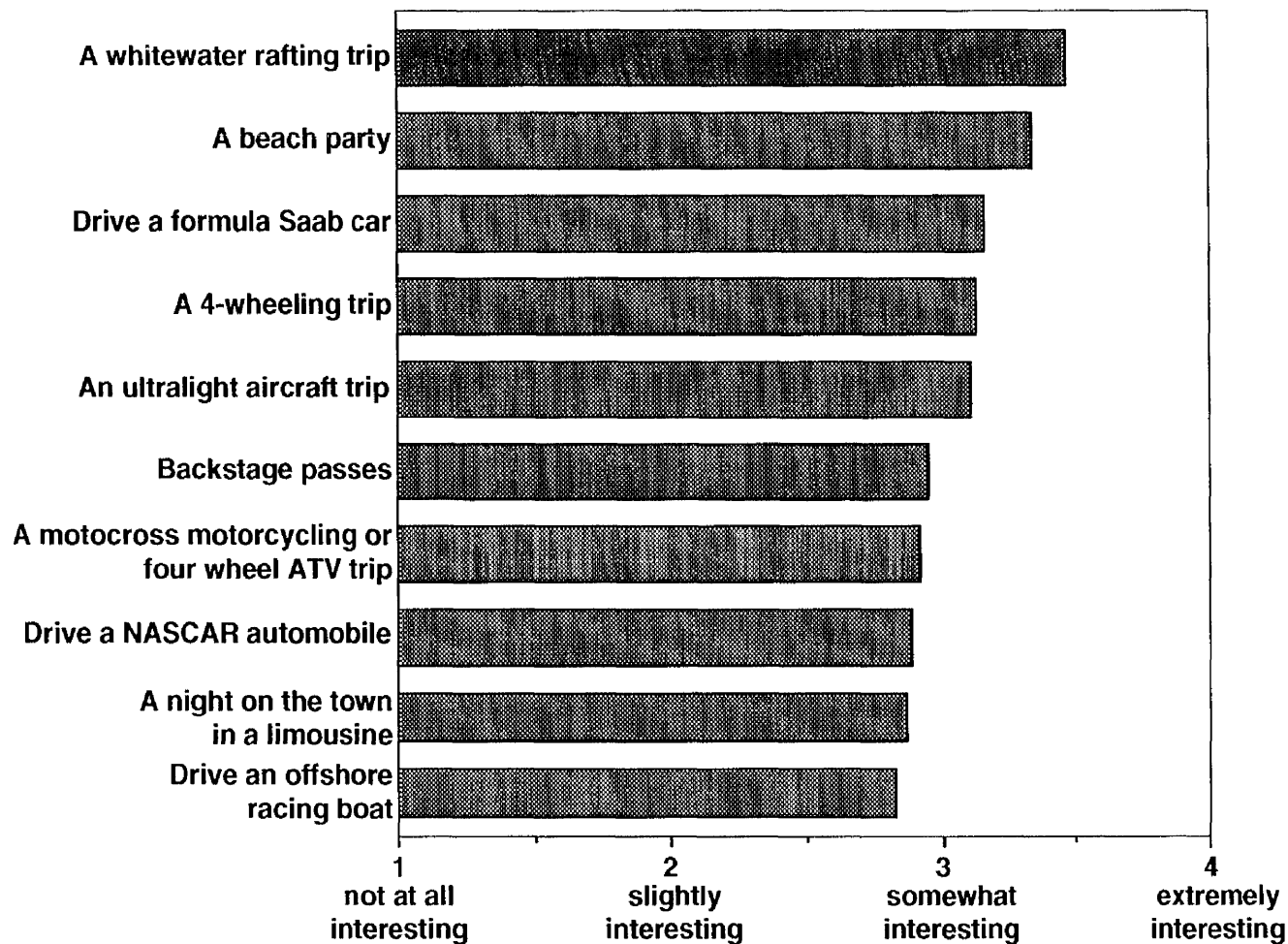


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**Respondents' Interest in Twenty Eight Promotion Concepts
as Group Activities: Mean Ratings**



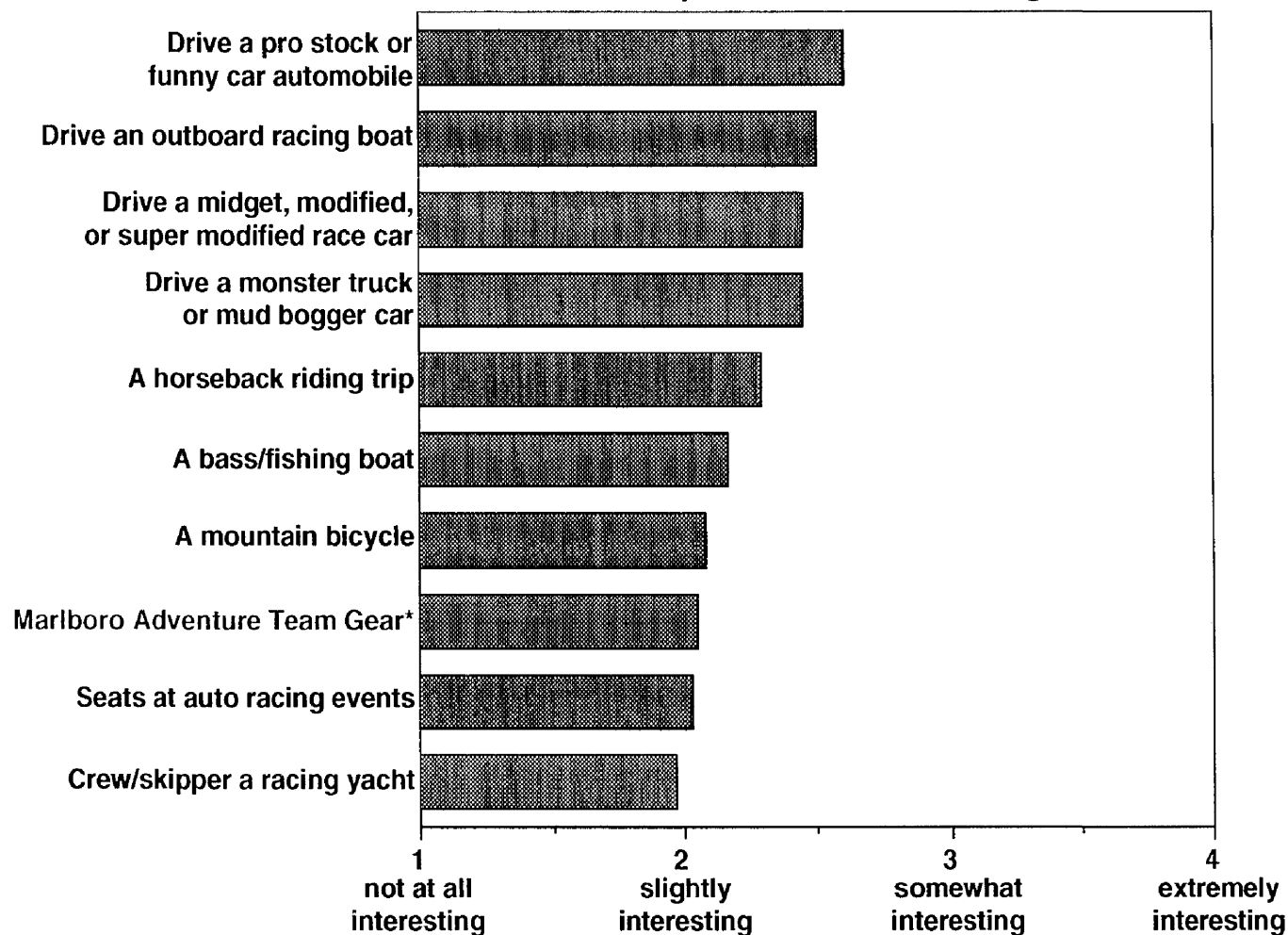
Note: Mean ratings are from a total of forty four friendship groups;
these are group, not individual, ratings.

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Respondents' Interest in Twenty Eight Promotion Concepts
as Group Activities: Mean Ratings



Note: Mean ratings are from a total of forty four friendship groups; these are group, not individual, ratings.

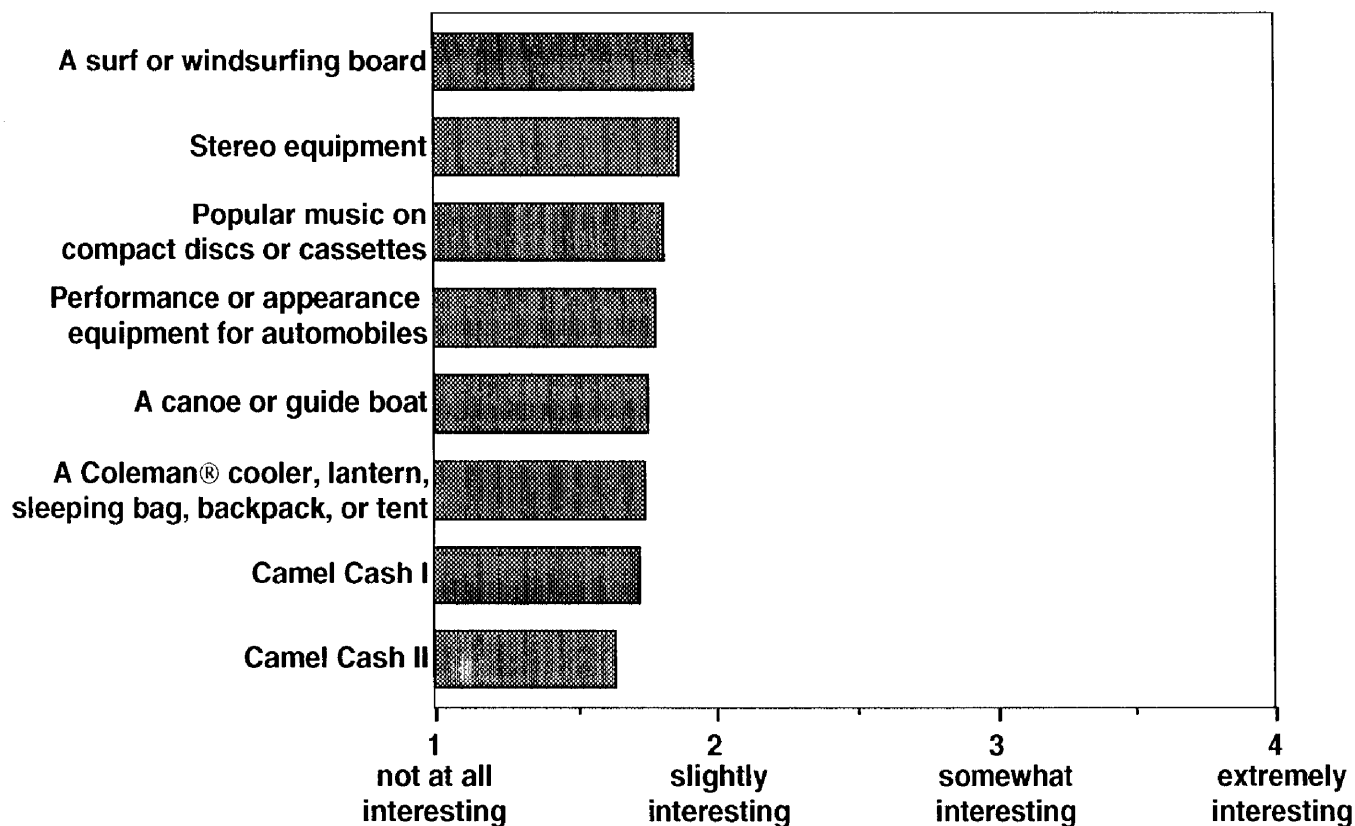
*Note: Marlboro Adventure Team Gear presented only to New York respondents -- twenty friendship groups.

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**Respondents' Interest in Twenty Eight Promotion Concepts
as Group Activities: Mean Ratings**



Note: Mean ratings are from a total of forty four friendship groups; these are group, not individual, ratings.

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Additional Findings:

- Respondents in Sunnyvale and Seattle were far less enthusiastic about the awards than respondents in other locations.
 - "We're not into this macho jock (expletive deleted.)"
- Further discussion during the Seattle focus groups revealed that music was a central element of these participants' counterculture lifestyles.
 - A majority of the Seattle participants were musicians.
 - Most of these musicians preferred to play punk and hip-hop.
 - The musicians with whom we spoke urged us to recommend a new concept to our client -- "The Big Break."

Smokers could redeem UPC symbols for studio time and cut a demo. tape.

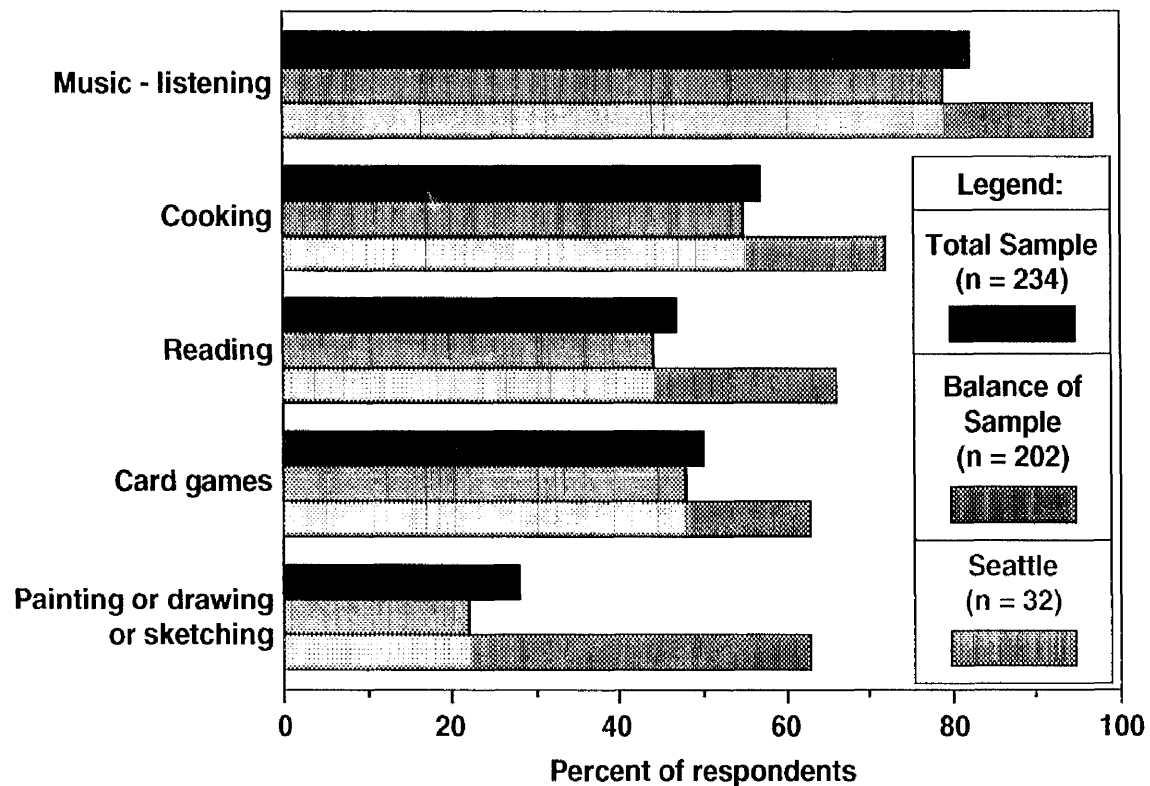
Technical assistance from a notable or famous producer, and publicity for the demo., would be added pluses.

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**Activities in Which Respondents Participated
Mostly for Enjoyment During the Preceding Few Weeks**

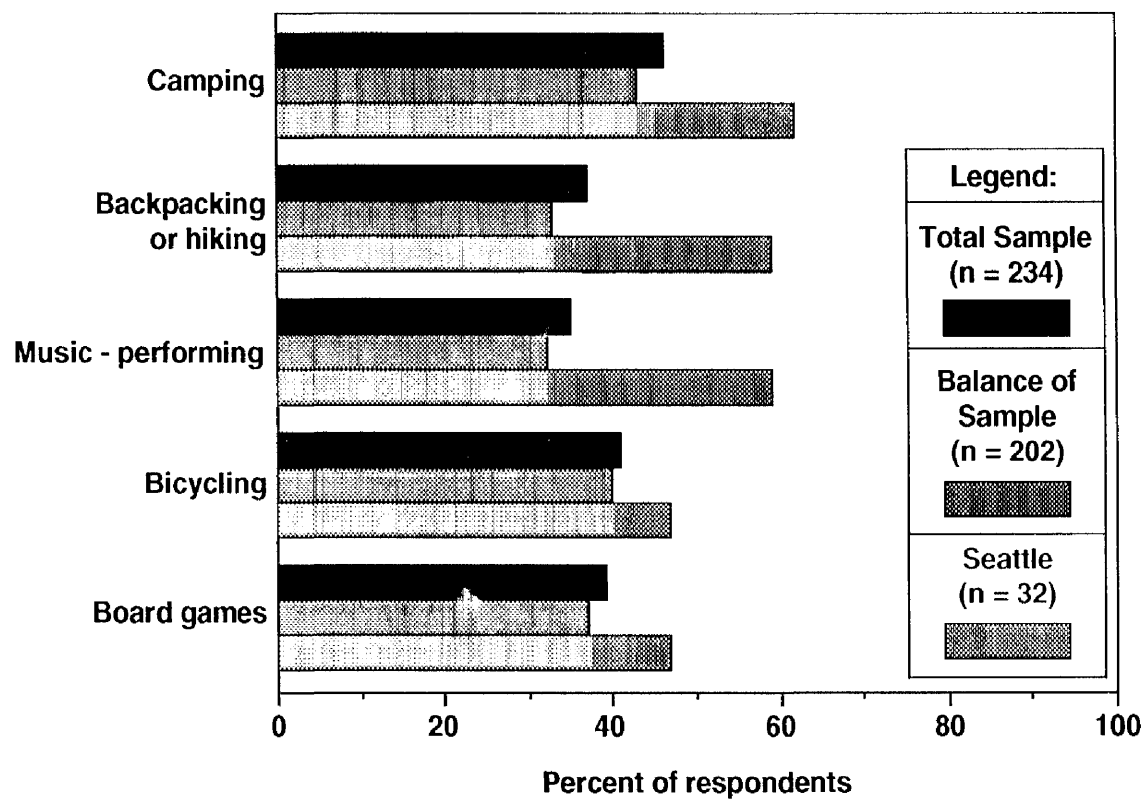


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Activities in Which Respondents Participated Mostly for Enjoyment During the Preceding Few Weeks

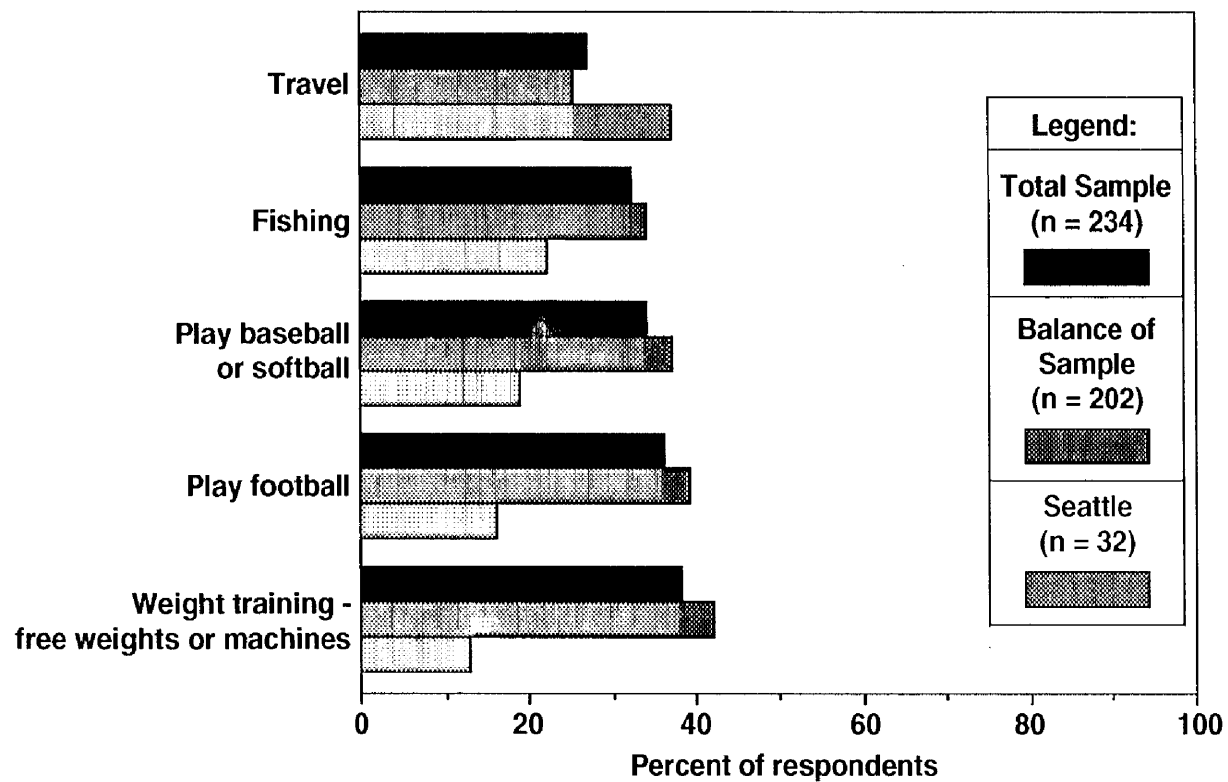


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**Activities in Which Respondents Participated
Mostly for Enjoyment During the Preceding Few Weeks**



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